unicef

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ORGANIZATION OF THE SECRETARIAT OF THE UNITED NATIONS CHILDREN'S FUND

CHAPTER I. NEW YORK HEADQUARTERS

Section A. Office of the Executive Director

The present section describes the current functions and organization of the Office of the Executive Director, which includes the Office of the Secretary of the Executive Board, the Planning and Coordination Office and the Office of Internal Audit. It also describes the composition and responsibilities of the various committees and meetings that have been established to enable the Office of the Executive Director to carry out its corporate management functions.

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I. NEW YORK HEADQUARTERS

A. Office of the Executive Director

General functions and responsibilities

The Office of the Executive Director is responsible for the general direction of UNICEF operations under policy directives of the UNICEF Executive Board. In addition to the direction of the divisions and offices described below, the responsibilities of the Office of the Executive Director are:

(a) To review, plan, coordinate and direct the activities of UNICEF;

(b) To recommend to the Executive Board changes in, or development of, policies that appear to be required;

(c) To recommend to the Executive Board approval of programmes of cooperation and budgets, and to report on activities;

(d) To maintain liaison and coordination with relevant organizations of the United Nations system;

(e) To maintain contact with delegations to the United Nations;

(f) To arrange for representation of UNICEF, where necessary, and briefing of representatives at conferences and meetings, except for those of a regional character that are served by regional directors;

(g) To maintain high-level contact with government ministries in such areas as policy and fund-raising;

(h) To provide oversight and policy direction on the administration of UNICEF offices and staff, procurement and supply operations, the management of finances, public relations and information and visits and observations of field operations;

(i) To interpret and advocate, to all relevant bodies and publics, the objectives that UNICEF seeks to achieve;

(j) To oversee fund-raising and income-generating activities, as well as the expenditures of the organization, in conformity with Board policy.

The Office consists of the Executive Director, three Deputy Executive Directors (for Operations, Programmes and External Relations) and additional secretarial support. Functional responsibilities are as follows:

(a) The Deputy Executive Director, Operations, directs and coordinates the activities of the Operations Group, which includes the Division of Financial Management, the Division of Personnel, the Office of Administrative Management, the Supply Division and the Office of Information Resources

Management. The Office of Internal Audit reports directly to the Executive Director, and, for administrative purposes, to the Deputy Executive Director, Operations. In these areas, the Deputy Executive Director, Operations, liaises with United Nations technical bodies and organizations. The Deputy Executive Director, Operations, also assists the Executive Director in matters related to UNICEF organizational effectiveness and efficiency and has primary responsibility for management of the support functions carried out by the organizational units described above. Towards that end, the Deputy Executive Director, Operations, among others, acts as convener of the Operations Group, and Chairman of the Director's meeting, which is composed of all headquarters' directors;

(b) The Deputy Executive Director, Programmes, directs and coordinates the activities of the Programme Group, which includes the Programme Division, the Evaluation Office and the International Child Development Centre at Florence, Italy. The major responsibility of the Deputy Executive Director, Programmes, is to assist the Executive Director in developing programme policy and to oversee its implementation at global, regional and country levels. Liaison with United Nations specialized agencies and other technical organizations on programme matters is also the responsibility of the Deputy Executive Director, Programmes;

(c) The Deputy Executive Director, External Relations, directs and coordinates the activities of the External Relations Group, which includes the Programme Funding Office, the Division of Information, the Division of Public Affairs, Greeting Card and related Operations, the external relations function of the Geneva Office, the UNICEF offices at Tokyo and Sydney, relations with National Committees for UNICEF and non-governmental organizations and liaison with United Nations missions. The Deputy Executive Director also serves as Executive Vice-Chairman of the Greeting Card Committee. The major responsibility of the Deputy Executive Director, External Relations, is to assist the Executive Director in developing UNICEF external relations policy, primarily with respect to programme advocacy and resource mobilization, and in overseeing its implementation. Towards that end, the Deputy Executive Director chairs the External Relations Committee, which is composed of the directors of the organizational units described above and of several other directors of the Programme and Operations Groups.

Each of the Deputy Executive Directors may organize such functional interdivisional management, information-sharing and/or planning groups, as well as special task-oriented working groups, as may be appropriate.

Committees and meetings

Various committees and meetings have been established to enable the Office of the Executive Director to carry out the above-mentioned corporate management functions. Their composition and resporsibilities are as follows:

(a) Deputies' meeting. The Deputies' meeting includes the Executive Director, the Deputy Executive Directors, the Secretary of the Executive Board, the Director of the Planning and Coordination Office, the Counsellor to the Executive Director and any other individuals the Executive Director may wish to include. The group meets to identify and review policy issues of major concern to the organization, including both current management issues and long-term strategic planning, and to assign actions that are deemed necessary. The Planning and Coordination Office provides secretariat support;

(b) Directors' meeting. This meeting, which is held once a month, is chaired by the Deputy Executive Director, Operations, and includes all division directors. It is an action-oriented forum in which decisions on interdivisional issues are reached or recommendations for action made to the Executive Director and the Deputy Executive Directors. The Planning and Coordination Office provides secretariat support;

(c) Executive staff meeting. The headquarters executive staff (division directors and other senior staff), as well as the Chairman of the Global Staff Association, meet weekly, principally to discuss and communicate UNICEF policy and operational decisions. In addition, the meeting serves as a means of coordination and exchange of information among headquarters divisions. A resume of its deliberations is circulated to field offices. Regional directors and representatives visiting headquarters are invited to attend these meetings. The Operations Officer of the Planning and Coordination Office serves as secretary;

(d) Regional Directors' meeting. Regional Directors' meetings are held twice a year, normally at headquarters, to review major policy and implementation issues facing the organization globally and to make recommendations. Chaired by the Executive Director, the meeting includes all regional directors, the Deputy Executive Directors and such headquarters officers as may be appropriate. The meetings are organized by the Planning and Coordination Office;

(e) Senior Staff Review Committee. Membership of the Committee includes the Executive Director (Chairman), the Deputy Executive Directors and the Directors of the Division of Personnel and Programme Division. The Deputy Director, Division of Personnel, serves as secretary. Regional directors are invited to participate when they are in New York. The Committee meets monthly, or as called. It advises the Executive Director on appointments to representative posts and posts at the levels of D-1 and above. It also advises on the promotion, reassignment and contractual status of staff appointed to those posts;

(f) Finance Advisory Committee. The Committee is chaired by the Executive Director and includes the Deputy Executive Director, Operations, the Deputy Executive Director, Programmes, the Comptroller and the Directors of Supply Division and the Programme Funding Office. The Chief of the Finance Section serves as secretary. The Committee advises on the placement of funds and reviews such matters as cash flow, the selection of banks, currency

restrictions and financial problem situations. It also draws on advice from outside the organization;

(g) Internal Audit Committee. The Committee is chaired by the Deputy Executive Director, Operations, and includes the Deputy Executive Directors for Programmes and External Relations, the Comptroller and the Director, Office of Internal Audit. The Committee reviews corporate issues as they arise from audit reports and follows up selectively on audit issues requiring senior management intervention. The Office of Internal Audit provides secretariat support;

(h) Budget Planning and Review Committee. The Committee, which is chaired by the Deputy Executive Director, Operations, or as alternate, the Comptroller, includes the Directors of Programme Division, the Division of Information, the Division of Public Affairs, the Division of Personnel, the Office of Administrative Management and the Planning and Coordination Office, as well as the Deputy Director of the Budget Section. Other staff members are invited as required. The Deputy Executive Directors for Programmes and External Relations are ex officio members. Regional directors and heads of offices participate in the Budget Planning and Review Committee meetings which take place in field offices to review biennial budget proposals. The Committee advises the Executive Director on budget policy and the allocation and reallocation of both financial and human resources. The Committee also reviews proposals for the acquisition of property. It is the focal point for the continuous, systematic effort to optimize the utilization of budgetary resources. Secretariat support is provided by the Budget Section;

(i) External Relations Committee. The Committee is chaired by the Deputy Executive Director, External Relations. The Committee includes the Directors of the Division of Information, the Division of Public Affairs, the Geneva Office, GCO and the Programme Funding Office. Other members of the Committee include the Secretary of the Executive Board and the Director of the Planning and Coordination Office. Regional directors and other senior colleagues at headquarters are invited to participate in the meetings whenever relevant and possible. In addition to coordinating external relations operations, the Committee makes policy recommendations relating to UNICEF external relations work. The Committee meets frequently, with meetings scheduled in both New York and Geneva. It is served by a secretary appointed by the Deputy Executive Director, External Relations;

(j) Information Resources Management Advisory Committee. The purpose of the Committee is to provide a policy framework for information resources management activities and to advise the Director of the Office of Information Resources Management, who serves as secretary and ex officio member, on its policies, priorities and plans. The Committee is chaired by the Deputy Executive Director, Operations, and includes the Directors of the Planning and Coordination Office, the Programme Division, the Division of Information, the Division of Public Affairs and the Office of Internal Audit. The Committee reviews and advises on the following information resources management issues:

strategies; short- and long-term plans; proposals to management as to how organizational objectives can be supported; management control systems; work priorities; and levels of applications and service performance. It also resolves organizational issues necessary to enable information resources management work to progress.

Planning and Coordination Office

General functions and responsibilities

The follow-up to the World Summit for Children and the goals and strategies for children in the 1990s approved by the Executive Board have set a clear and ambitious agenda for UNICEF action in the coming decade. To enable the senior management of UNICEF to implement this agenda and to provide effective guidance and leadership to field offices and headquarters divisions, the Planning and Coordination Office advises and assists the Executive Director and the deputies to prepare strategic plans and to provide well-coordinated policy directions and managerial oversight.

In its planning function, the Office assists the Executive Director and the deputies in analysing global socio-economic trends, formulating medium- and long-term strategic plans and monitoring organizational performance with respect to such plans. As other organizational units are responsible for preparing detailed programme plans, the financial plan and the human resources plan, the role of the Planning and Coordination Office is to ensure that these plans are mutually supportive and lead to meeting UNICEF strategic objectives efficiently and effectively.

More specifically, the responsibilities relating to planning functions are:

(a) To analyse global socio-economic trends, with particular emphasis on the situation of children in developing countries, and to recommend changes in UNICEF plans and policies based on such analyses;

(b) To coordinate with other United Nations entities involved in long-term socio-economic projections and in the planning and monitoring of the International Development Strategy for the Fourth United Nations Development Decade (1 January 1991-31 December 2000);

(c) To guide and coordinate the preparation of the UNICEF medium-term plan and longer-term plans, such as the strategies for children in the 1990s;

(d) To support and strengthen the capacities of the basic organizational units at UNICEF (at headquarters, regional and country levels) to formulate medium- and long-term plans;

(e) To develop guidelines and systems, in collaboration with the Programme Division, the Evaluation Office and other organizational units, for

monitoring progress in the achievement of development goals and targets for children contained in UNICEF medium-term plans and in the Declaration and Plan of Action of the World Summit for Children;

(f) To undertake specific assignments that may lead to new policy developments or advocacy on behalf of children, e.g., work on adjustment with a human face and debt relief for children.

In its coordination function, the Office assists the Executive Director and the deputies in ensuring that collectively they provide well-coordinated policy directions and guidance to enable the organization to reach its strategic goals and objectives. This is done through careful preparation and management of the Deputies' meetings, Executive staff meetings, Directors' meetings, consultations with headquarters and regional directors and effective follow-up and communication of decisions reached at such meetings and consultations. The Office is also responsible for the operational management of the Executive Office, including supervision of the administrative, personnel and financial functions of that Office.

The responsibilities relating to the coordination function are:

(a) To identify and bring to the attention of the Executive Director and Deputy Executive Directors key strategic actions that must be taken to ensure that the organization achieves its long-term goals and objectives, including the follow-up of the World Summit for Children and the major policy directions by the Executive Board;

(b) To prepare, organize, coordinate and manage major decision-making and information-sharing meetings and consultations involving senior management;

(c) To monitor progress in major action areas initiated by the Executive Director and the deputies;

(d) To coordinate clearance of organization-wide policy directives and guidelines to ensure their clarity, soundness and consistency;

(e) To manage the operations of the Executive Office, including its budget and supervision of other administrative functions;

(f) To undertake special assignments on behalf of the Executive Director and the deputies in matters concerning strategic planning, management and coordination.

Office of the Secretary of the Executive Board

General functions and responsibilities

The Office is responsible for maintaining effective relationships: (a) between the UNICEF Executive Board and the UNICEF secretariat; and (b) between members and organs of the United Nations system and UNICEF on matters relating to Board policy. In addition, the Office serves as focal point for the ongoing UNICEF history process.

The responsibilities of the Office are:

(a) To participate in the formulation of policy recommendations by the Executive Director to the Executive Board;

(b) To organize the business of the Executive Board sessions and organizational sessions and to prepare for and service the sessions;

(c) To organize the business of meetings of the officers of the Executive Board and to prepare for and service the meetings;

(d) To organize, prepare for and service informal consultations between Board members and the secretariat;

(e) To provide editorial and technical services for reports and other documents submitted to, or resulting from, meetings of the Executive Board;

(f) To consult with officers and members of the Executive Board and representatives of other Governments with respect to the work of UNICEF and undertake, or arrange for, briefings on the policies and work of UNICEF;

(g) To maintain a permanent record of the deliberations and decisions of the Executive Board;

(h) To serve as the secretariat for the UNICEF History Process Task Force, which provides guidance on documenting and preserving the UNICEF experience, and to serve as the focal point for assisting UNICEF field offices and headquarters divisions to implement these policy guidelines.

Office of Internal Audit

General functions and responsibilities

The Office of Internal Audit is responsible for conducting financial and operational audits to assist management in maintaining an adequate system of internal control and in improving operational performance. The scope of Internal Audit extends to UNICEF activities both at headquarters and in the field, and includes reviews of programme cooperation, with particular emphasis on assessing the degree of efficiency and effectiveness in the delivery of

UNICEF inputs. Occasionally, it carries out management audits and other special assignments. Internal Audit is an independent function, which reports directly to the Executive Director and, for administrative purposes, to the Deputy Executive Director, Operations.

The responsibilities of the office are:

(a) To ascertain the extent and nature of compliance with existing policies, plans and procedures as well as applicable rules, regulations and instructions, and especially, to review financial transactions;

(b) To review and appraise the soundness, adequacy and application of accounting, financial and other operating controls;

(c) To review selected programme activities to assess the degree of effectiveness and economy in the delivery of UNICEF inputs, to identify constraints and bottle-necks in programme implementation and to suggest corrective action;

(d) To assist and advise management at all levels in identifying opportunities for improvement;

(e) To cooperate with the United Nations Board of Auditors for the purpose of achieving coordination in audit programmes and work plans.